




# HANKEN SCHOOL OF ECONOMICS

## PRME REPORT 2013-2014

HANKEN.FI





Hanken School of Economics has participated in PRME since 2008, making this our fourth PRME report. There has been a great deal of development since Hanken signed the principles: what once rested on the efforts and vision of a small group of faculty now permeates the school's strategy and activities. On a strategic level, the development towards including notions of social responsibility and sustainability has been a key factor in integrating these concepts into the curriculum. Action and ideas are still generated in a bottom-up fashion but the structures that enable and support this are created on the institutional and strategic level.

In this report, Hanken's sustainability and social responsibility progress is presented through the framework provided by the six PRME principles. At Hanken, commitment to the PRME principles is not just another bureaucratic exercise; rather it is an ongoing effort to bring real value to daily research and teaching activities. Our PRME work rests on two cornerstones:

1) Creating synergies across functions and thus keeping resource use down, not creating new activities or structures just for the sake of it; and 2) A cross-disciplinary approach. Addressing the goal of sustainable development is an extremely complex task and this cross-disciplinary approach provides a platform for a multi-faceted dialogue. This benefits both students – who through exposure to this dialogue will have a well-rounded understanding of the current discussions and developments – as well as faculty members who can broaden their understanding and generate new ideas in research through exposure to different perspectives.

In 2013 Hanken received the Recognition of Excellence Award from the PRME Secretariat for our 2012 SIP Report and we hope to build on this recognition with our 2014 report.

## MISSION

The mission of Hanken, a leading autonomous business school in northern Europe, is to advance new knowledge in business and society

- » through research and teaching activities which are characterised by academic excellence and corporate world relevance,
- » through a programme portfolio that is targeted to an international student body simultaneously safeguarding Hanken's statutory responsibility for educating business graduates that are fluent in Swedish,
- » through current research-based management education that fosters analytical and critical thinking as well as managerial competencies, and
- » through executive education and life-long learning that have a profound impact on management practice.

In fulfilling its mission, Hanken fosters values of openness, social responsibility, integrity and high quality in all activities.

## VISION STATEMENT

Hanken is an acknowledged research-intensive business school with a distinctive profile in research and education. Hanken is well known for its international orientation, its creation of new knowledge, its internationally competitive graduates, and its close interaction with the global academic and business communities.



# A WORD FROM THE DEAN

Since our previous PRME report two years ago, Hanken has made significant progress in implementing the concept of responsibility and sustainability. As a result of this progress, Hanken was appointed one of 30 PRME Champions schools. This recognition strengthens Hanken's position as one of the pioneers of responsible management education.

Responsibility and sustainability permeate Hanken's activities at all levels– from strategy to execution. A social responsibility perspective is included in the sub-strategies for all our key activities – teaching and learning, research, HR, marketing, and executive education. Additionally, social responsibility is a key element in our long-term strategy. This builds a solid base for responsibility and sustainability as the fourth element of our strategic profile together with research, internationalisation and corporate connections.

We have worked at including elements of social responsibility and sustainability in all aspects of our education ever since Hanken signed the Principles of Responsible Management Education. Social responsibility has been included in our general learning goals within the Assurance of Learning process and we have worked towards attaining AACSB accreditation. Recent developments in our teaching include new Master's Degree Programmes in (1) Finance and Accounting, where students learn how to create and maintain a sustainable business from a financial management point of view; and (2) International Strategy and Sustainability, where students learn to think strategically with sustainability in mind. Hanken has also broadened the bachelor's level course offering within social responsibility through a recent agreement with Arcada University of Applied Science. Furthermore, ethical conduct is a key element in our PhD Programme.

At the end of 2012 Hanken's research was evaluated by a panel of internationally acclaimed academics. The panel concluded that Hanken's research within supply chain management and social responsibility is internationally competitive.

But efforts are fruitless if no one knows about them, so I am very pleased that Hanken's previous PRME report was awarded a Recognition of Excellence Award for SIP reporting by the PRME Secretariat. Not only are we doing the right things, we also know how to communicate our progress. I hope this report continues the tradition!



RECTOR EVA LILJEBLOM







## PRINCIPLE 1. AND 2. PURPOSE AND VALUES

"In fulfilling its mission, HANKEN fosters values of openness, social responsibility, integrity and high quality in all its activities" (The Mission Statement of Hanken School of Economics)

In this section we present the strategic goals, the vision and the overarching values that steer the implementation of PRME at Hanken.

In the last seven years Hanken has worked towards embedding the concepts of responsibility and sustainability in all subjects in order to facilitate the critical thinking of students and to nurture them into responsible decision-makers with a high social competence. Cross-disciplinary research projects support Hanken's pursuit to create new knowledge and new action patterns for sustainable economic, social and environmental development.

Our aim has been to integrate perspectives on sustainability and responsibility into the different subjects and programmes offered, instead of e.g. having one dedicated capstone course or allocating the theme only to particular subjects. In practice, this means that these notions are increasingly explicitly communicated to the students as they are understood by each subject, thus broadening the students' overall perception of these themes. This cross-disciplinary approach gives the students the possibility to build a broad understanding of how these topics can be interpreted and applied. However, Hanken also offers a 25 ECTS minor in Corporate Responsibility ("The Study Module in Corporate Responsibility") to students wishing to concentrate specifically on these issues.

Introducing social responsibility perspectives into all subjects instead of offering stand-alone courses related to social responsibility has progressed further since the publication of Hanken's previous PRME report. Today all subjects are to integrate this strategy explicitly into the curriculum. At Hanken economic, social, environmental and ethical perspectives are increasingly integrated in Bachelor's, Master's and PhD-level education as well as in the MBA curriculum and the Open University courses. At the same time, there has been an increase in courses specifically dedicated to sustainability and responsibility. The current challenge is not the number of dedicated CR courses but rather ensur-

ing that all subjects have integrated these themes into their courses in accordance with Hanken's learning strategy, and are explicitly conveying these perspectives to the students in their teaching. For example, the Study Module in Corporate Responsibility in 2014-2015 has 15 elective courses, an increase since the last report, but at the same time the number of subjects represented within the module has not increased. Student and faculty interviews carried out for this SIP report also reveal that though often implicit in the courses, the themes of sustainability, responsibility and ethics might not be explicit enough from the student perspective. Many challenges remain; for instance, Hanken's executive MBA programme is currently going through major changes, and in the overhaul 'sustainability' is one of three key themes that are to be visible and explicit in each module. The programme emphasizes a more explicit effort to coordinate the implementation of Hanken's learning strategy in regard to Corporate Responsibility from a truly cross-disciplinary angle.

### 1) FRAMEWORKS AND STRATEGIES

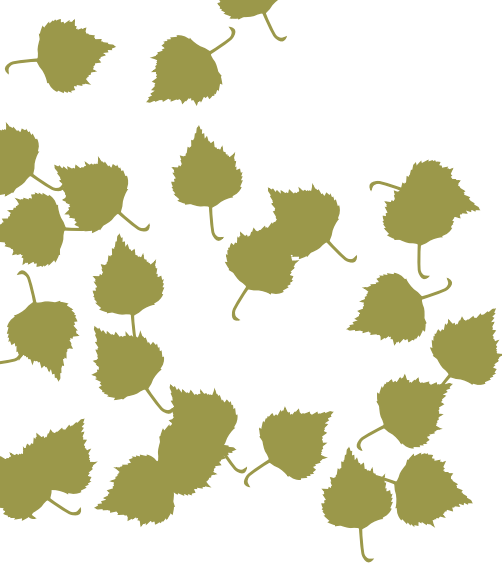
Hanken's explicit strategy is outlined in 'HANKEN 2020: Strategy of Hanken School of Economics'. The values of PRME are closely aligned to and integrated into the strategy: In 2014 Social Responsibility, together with Internationali-

"[Hanken is] a business school that points out in all its activities its social responsibility as well as the social responsibility for a sustainable development of businesses.

- » The principles of responsible management education (PRME) are integrated in the activities of the School.
- » The education promotes the critical thinking of the students and nurtures them into responsible decision-makers with high social competence.
- » The School pursues multi-disciplinary research projects that create new knowledge and new action patterns for sustainable economic, social and environmental development.
- » The School promotes the integrity of research and respect for ethical norms"

(HANKEN 2020, Strategy of Hanken School of Economics)





sation, Research, and Corporate Connections, was introduced as a theme permeating all the sub-strategies of Hanken, replacing the previous, separate, Sustainable Development Strategy – a clear signal about the centrality of social responsibility as a key value for Hanken. The sub-strategies addressing social responsibility consist of: Teaching and Learning, Research, HR, Marketing and Executive Education.

Discussions on the role of business in society are ongoing and this dialogue is increasingly moving towards the mainstream with a growing number of companies publishing CSR reports and establishing codes of conduct. Both are ways in which businesses are actively communicating their intentions relating to impacts on social and environmental welfare. As the discussions and debates engage the academic community, students and civil society alike, Hanken is addressing these questions through teaching and research projects as well as workshops and seminars.

Internationalisation is key to Hanken's overall strategy, and it is also a central component to Hanken's PRME implementation. Engaging with other PRME members, working groups and the Secretariat is a core component in implementing the principles. Hanken has taken a very proactive role in PRME nationally, regionally and on a global scale. PRME is a "network of networks" that fosters collaboration and sharing and Hanken's perspective is that PRME's true value can only be revealed through active participation. The table below outlines the key networks within PRME that Hanken is engaged in. Achievements in relation to each of these networks are outlined in this report, in the sections indicated in the right column.

Inclusion of responsible attitudes is not directed only towards the external world; Hanken also continuously evaluates its own operations and processes with these themes in mind. For example, Hanken places a strong emphasis on the quality of the work atmosphere and has a working group in place to address potential issues. Hanken has also implemented tools for the control and prevention of plagiarism, and this is actively communicated to the students to ensure ethical conduct in school assignments. All of the core academic works that students submit in different courses go through this control system. The school has systematic guidelines for students on how to reference and cite work in a correct and ethical way and all students are expected to write their assignments accordingly. A disciplinary committee reviews cases of suspected academic fraud by students.

TABLE 1: HANKEN'S INVOLVEMENT IN PRME-RELATED NETWORKS

PRME-Related Networks	Member Since	Report sections	Notes
PRME Signatory	2008		
CR3+ Network	2011	Research; Partnership and Dialogue	Together with Audencia, ISAE / FGV, and La Trobe
PRME Champions	2013	Partnership and Dialogue	
PRME Champions Working Group on Research	2013	Research	
PRME Champions Working Group on Faculty Development	2013	Method; Partnership and Dialogue	
PRME Champions Working Group on Curriculum Development	2013	Method; Partnership and Dialogue	
PRME Nordic Chapter	2013	Partnership and Dialogue	Secretariat at Hanken since September 2014
PRME Advisory Committee	2014		Through PRME Champions
PRME Working Group on Sharing Information on Progress (SIP) Reports	2014	Partnership and Dialogue	





## 2) FACILITATION

The work related to PRME provides a structure for developing ideas and organizing thoughts, plans and challenges at Hanken. The principles support the adaptation of related issues across the two campuses. The principles are, for example, communicated to the faculty when collecting data for the PRME report, which allows for reflection on the current level of implementation within each department and subject. This also encourages further thinking and discussion as to where the principles could be implemented further.

Since coordinating PRME reporting and implementation is still tied to a core group of faculty and the resources are limited, a key goal and explicit priority is to synergize and link PRME with other reporting and quality system implementations at the School, such as EQUIS reporting, AACSB work pertaining to e.g. Assurance of Learning (AoL) processes and WWF's Green Office Certificate. It is never 'PRME work for the sake of PRME work'.

Another key aspect of synergizing the PRME work and refraining from duplicating groundwork already done elsewhere is the cooperation within the PRME family of Schools and the PRME Secretariat in order to get inspiration and suggestions while learning about the kind of work being conducted elsewhere.

Funds have been allocated for a part-time PRME assistant recruited from the student body for the duration of the reporting period; this has been invaluable in creating a more structured approach to implementing the principles as well as coordinating with an increasing number of stakeholders within and outside the School.

## 3) ACHIEVEMENTS

The most important development on a strategic level during the last reporting period is the 2014 Board decision to establish Social Responsibility as a one of the four key themes (the four focal themes are 'Social Responsibility', 'Internationalisation', 'Research' and 'Corporate Connections')

In terms of the execution of the strategic vision within different subjects and departments, there are signs of continuous improvement: based on interviews conducted for this report with all subjects it is clear that the concepts of 'sustainability', 'corporate responsibility' and 'ethics' are increasingly considered within all subjects as well as integrated in a large number of courses. Many of the interviewed faculty also noted that, based on the number of Bachelor's

or Master's theses relating to these topics, there has been steady or growing interest from the students in these issues.

When it comes to actual measurement and indicators it is clear that while it is not easy to measure how much weight values of responsible management education have gained in all of the School's operations, there are some tangible developments which illustrate the growth in focus towards these issues. Reshaping the entire Master's Programme in International Strategy and Sustainability is one clear example. On a smaller scale, the development of a master's level course in Business Ethics as well as a project course in Social and Environmental Responsibility constitute recent examples. The Assurance of Learning (AoL), while an independent measure, has been adopted in conjunction with the AACSB and EQUIS accreditation processes. It has contributed to the ability to better assess how well social responsibility issues have been integrated in different courses. The AoL will serve as a useful tool in addressing this integration more explicitly at all levels of education at Hanken.

Hanken was one of the 30 PRME member universities to be included in the PRME Champions leadership group, which was launched during the Global Compact Leaders Summit on 19 September 2013. The PRME Champions group has as its aim to collaborate in further developing and promoting PRME activities. Particular developments and achievements pertaining to the PRME Champions group are outlined in different sections of this report.

Hanken has kept up its involvement in the organizing committee of CR3+ conferences – with the latest conference at La Trobe University in Australia in 2014 – thus fulfilling some important aims from previous reports. The PRME Nordic Chapter has been inaugurated, realizing the goal of establishing Nordic co-operation; Hanken accepted hosting the secretariat in October 2014 and is looking to start joint projects together with the other eight members of the Chapter.

On 28 November 2014 Hanken conferred 75 doctoral degrees and five honorary doctoral degrees at the Ceremonial Conferment of Doctoral Degrees. As evidence for the growing importance of responsible management education at the School, one of the three honorary doctors merited for academic achievements was Professor R. Edward Freeman, for his pioneering work on stakeholder theory, which has profoundly shaped the basis for thinking in terms of corporate social responsibility and responsible management education.



Finland's national strategy for sustainable development includes the launch of the concept "Society's Commitment to Sustainability" ('Sitoumus 2050'<sup>1</sup>), and in 2014 Hanken outlined its own pledge to promote sustainable development in all its work and operations (for details see chapter 'Addendum Principle').

#### 4) GOALS/PLANS

There is an ongoing challenge in establishing systems capable of measuring the progress made in Hanken's implementation efforts. While faculty members appreciate the value of implementing the principles, many expressed that they would like to have more concrete guidelines regarding how the principles could be put into practice. There is also a call for a clearer way to measure how the integration process progresses over time in a real and tangible way, and here the Assurance of Learning process will step in as an important tool.

As cross-disciplinarity is one of the cornerstones on the road to sustainability and social responsibility, there are plans to expand the PRME integration in separate subjects by further developing the Hanken PRME webpages to facilitate information-sharing. to the aim is also to name a contact person in each subject.

The current goals include developing and introducing ways in which discussion and information-sharing could be improved, particularly across disciplines. There is a plan to have a website where news and discussion related to sustainability and corporate responsibility can take place. Also, organizing events where current topics in this area are brought forward remains on the agenda.

On the international arena, Hanken has renewed its goal to be involved in the organizing committee of the 4th CR3+ conference, which is to take place in Curitiba, Brazil, in November 2015. Another CR3+ conference is scheduled to take place at Hanken in 2016 or 2017.

<sup>1</sup> [http://www.ym.fi/en-US/The\\_environment/Sustainable\\_development](http://www.ym.fi/en-US/The_environment/Sustainable_development)





TABLE 2: PROGRESS ON PRME PRINCIPLES 1 PURPOSE AND PRINCIPLE 2 VALUES

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
STRATEGIC-LEVEL CENTRALITY OF SOCIAL RESPONSIBILITY	★	SOCIAL RESPONSIBILITY AS PART OF ALL THE SUB-STRATEGIES OF HANKEN	INSTITUTIONALIZING SOCIAL RESPONSIBILITY IN LINE WITH THE SUB-STRATEGIES
ARRANGING THE 3RD CR3+ CONFERENCE AT ISAE/FGV, CURITIBA, BRAZIL IN 2013	→	WAS NOT ARRANGED	TAKE PART IN ARRANGING THE 4TH CR3+ CONFERENCE AT ISAE/FGV, CURITIBA, BRAZIL, IN 2015
ARRANGING THE 4TH CR3+ EVENT AT LA TROBE UNIVERSITY, AUSTRALIA IN 2014	↑	WAS SUCCESSFULLY ARRANGED ON MARCH 26-28 2014	5TH CR3+ CONFERENCE TO BE ARRANGED AT HANKEN IN FALL 2016 OR SPRING 2017
BETTER WAYS OF ASSESSING THE LEARNING AND THE INTEGRATION OF SOCIAL RESPONSIBILITY ISSUES IN A VARIETY OF COURSES AND SUBJECTS	↑	ASSURANCE OF LEARNING (AOL) DEVELOPMENTS, IN LINE WITH AACSB AND EQUIS (RE)ACCREDITATION PROCESSES  INTERVIEWS WITH THE HEADS OF ALL SUBJECTS AND OTHER FACULTY MEMBERS, WHICH SHOW THAT SOCIAL RESPONSIBILITY ISSUES ARE INCREASINGLY INTEGRATED IN EVERY SUBJECT (THOUGH OFTEN IMPLICITLY)	ADDRESS SOCIAL RESPONSIBILITY ISSUES MORE EXPLICITLY IN EVERY SUBJECT, AT BACHELOR'S, MASTER'S AND MBA LEVELS
MORE CROSS-DISCIPLINARY ACTIVITIES AND INFORMATION-SHARING	↑	MAILING LIST FOR CR RELATED EVENTS/ISSUES: INFORMATION ON EVENTS FROM MORE SUBJECTS THAN BEFORE MAKING CROSS-DISCIPLINARY EXCHANGES MORE FREQUENT  PRESENTATION OF PRME RELATED WORK TO ADMINISTRATIVE PERSONNEL IN RELATION TO SIP AWARD IN OCTOBER 2013  INFORMATION ON PRME TO ALL DEPARTMENT HEADS IN CONJUNCTION WITH PRME REPORT INTERVIEWS	FURTHER IMPROVE INFORMATION SHARING THROUGH WEB SITE AND CONTACT PERSONS IN EVERY SUBJECT

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;  
 →: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING; ★: NEW GOAL INTRODUCED IN THE REPORTING PERIOD 2013-14

## PRINCIPLE 3. METHOD

In this section we present how the strategies pertaining to social responsibility are implemented in the curriculum at Hanken School of Economics.

Hanken has assumed a role in and a responsibility for educating future leaders. This means that notions of sustainability and responsibility are integrated in teaching, and they have also been adopted as part of Hanken's teaching and learning strategy. The faculty supports these efforts and sees the benefit of integrating the concepts into the courses offered at Hanken.

In many ways the fact that there is no commonly agreed, clear definition for the notions of 'sustainability' and 'corporate responsibility' offers a broader ground for dialogue. In the faculty interviews carried out for this report, the representatives of each subject communicated their understanding of the significance of the role of their discipline in defining and making sense of these terms. Such commitment to these definitions provides a fertile ground for wider interdisciplinary communication, which helps to continuously reshape and refine these concepts. This has implications for both research and teaching as the increased dialogue supports a more explicit communication of these issues.

### 1) FRAMEWORKS AND STRATEGIES

As of 2014 Hanken's sub-strategy on Teaching and Learning integrates PRME principles 1, 2, 3 and 5 (see below)

TABLE 3: HANKEN'S SUB-STRATEGY ON TEACHING AND LEARNING

High Quality	We will incorporate into our academic activities and curricula the values of global social responsibility.
Re-generation/ Innovation	We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
Enthusiasm/ Inclusiveness	We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.  We will facilitate and support dialogue and debate among interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The interviews conducted with all heads of department show that all subjects to some degree acknowledge the value of integrating the topics of sustainability, corporate responsibility and ethics into the course content. Many members of the faculty are interested in taking steps towards their further inclusion in teaching, ensuring that the students are exposed to a variety of perspectives that contribute to the students formulating their own positions on and understanding of the topics. A wide exposure to different stakeholder and disciplinary perspectives also allows for the students to identify the current paths of discourse as well as learning ways to identify the challenges embedded within these concepts. The goal is not to answer all open questions related to sustainability issues but to enhance and encourage critical thinking.

Hanken offers a study module in Corporate Responsibility (CR), which is designed to provide students with an in-depth understanding of issues related to corporate responsibility and management ethics. Students who complete a minimum of a 25 study points module can include the CR module as a minor in their graduation certificate at either the Bachelor's or the Master's level. This module was established in 2007 as a result of Hanken's decision to endorse PRME. All courses in the module are part of a specific major, but those wishing to complete a minor in CR can also choose them as electives.

In general, there has been a growing interest among students in all subjects towards issues of sustainability and corporate responsibility. This further supports the inclusion of these topics in the course design. A tangible example of the results of this trend can be seen in the reframing of the Master's Programme in International Management and Strategy into one called International Strategy and Sustainability. With this shift, notions of sustainability and responsibility have been interwoven into the content of each of the courses given within the programme. Similar developments are being planned in other departments.

Other existing Master's Programmes with explicit links pertaining to the values of PRME are The Master's Programme in Corporate Governance organized by Hanken Centre for Corporate Governance (HCCG) and Master's Degree Programme in Intellectual Property Law.

In August 2014, the subject Supply Chain Management and Corporate Geography changed its name to Supply Chain Management and Social Responsibility, to better reflect the subject's increased focus on supply chain issues pertaining particularly to humanitarian logistics and CSR.

## 2) FACILITATION

Hanken has a strategy which provides the frame and tools for integrating sustainability and corporate responsibility into teaching. However, this strategy is sufficiently broad so that it allows for different subjects and teachers to adopt the methods that best fit their pedagogical approaches and subject matter. On the other hand, this broadness of scope has its downsides in that it is difficult to measure the extent to which these topics have been integrated into the teaching endeavors, as well as assessing if and how further integration is taking place within a given course. As this challenge is recognized, a number of measures have been taken to ensure better visibility into the level of integration.

One of these is the establishment of Assurance of Learning (AoL), which has been adopted in tandem with the AACSB accreditation process in which Hanken is currently involved. While the implementation of AoL is a requirement in the AACSB accreditation, the development has taken place independently of the process. The AoL team has combed through the curriculum of each subject and evaluated the level to which each strategic element is represented. The team has made a visual representation of its analysis, which can be used to identify the areas where the strategic targets have been reached, but also those areas where further development is needed. The aim is to transfer this work from the AoL team to the various departments so that they can take ownership of the process and decide on necessary action where a need is identified. This would serve the additional purpose of introducing a dialogue on the topics of sustainability and corporate responsibility among faculty.

Many of the courses in the CR minor are focused on sustainability and CR as praxis and are geared towards moving the students closer to the realities of the practitioners in the field. The Project Course in Social and Environmental Responsibility has gone the furthest in this respect as it allows small groups of students to work with organizations on issues related to sustainability or corporate responsibility. By selecting this course the students get to see the types of work organizations are involved in as well as being able to link that work to the theories related to their project's topic. In the pilot year three organizations were involved and in the second year the number of organizations grew to six. Based on the findings of the exit interviews, both the students and the organizations view this cooperation as being very positive, and the number of organizations interested in coopera-

tion through the project course is on the increase, which means that the 2015 course will probably include more projects.

## 3) ACHIEVEMENTS

The CR minor is also open for non-Hanken students: every year 25 non-degree students from other Finnish universities are accepted free of charge. Participation by students from different faculties enriches the discussion in various ways and aids in bringing forth a wide array of perspectives and opinions related to the topics. This further helps the students to understand the complexities related to concepts such as corporate responsibility and sustainability. This supports Hanken's aim to further cross-disciplinary perspectives in its operations. Both the number of courses and the number of students going for the full CR minor have increased.

Transforming the Master's programme in International Management and Strategy into a Master's in International Strategy and Sustainability is indicative of a broader shift at Hanken. The PRME interviews revealed that there were plans within two other subjects to develop their programmes further in relation to sustainability and corporate responsibility.

In a similar manner the Master's Programme in Corporate Governance which Hanken has offered since 2003 draws its course content from a range of disciplines and selects the students for the programme from a variety of backgrounds to encourage sharing of differing viewpoints in discussion. This interdisciplinary aspect provides students with a broader view regarding the operations of the firm. This helps the students to get a wider understanding of the variety of factors that need to be taken into consideration when steering a company. The Corporate Governance Programme incorporates long-term thinking and alignment of management interests to the interests of the shareholders in multiple ways.

The MBA programme has recently been developed to address the topics of sustainability and corporate responsibility in all its modules, partially as a response to the Hanken strategy, but also because there is pressure from the corporate sector to include these topics in the curriculum. In the new programme, to be launched in 2015, Hanken Executive MBA Nova, 'Sustainability' is, together with 'Strategy' and 'Nordic', one of the key themes that should run through all modules.



#### 4) GOALS/PLANS

Hanken had hoped that the PRME Champions projects related to teaching and learning would have been set in autumn 2014, following a decision at the PRME Champions meeting in New York in July 2014. The idea would be to synergize this international project with setting an agenda for local and regional projects. However, as the final projects are yet to be announced by the Secretariat in December 2014, we have been unable to set the concrete goals for 2015. Hanken will wait for further information about the status of the PRME Champions projects before setting its specific goals for the next reporting period.

Hanken will at the same time continue to build on ongoing projects: for faculty development there are various ways in which important questions can be brought up and addressed effectively. One tangible effort to this end is the CREME workshop on teaching and learning, planned to take place in January 2015.

In terms of the Minor in CR, the main challenge will be to improve communication to students about the existence of the minor, and the administrative steps needed in order to get the module registered on transcripts – which is more cumbersome than registering other minors at Hanken. The number of courses offered maintains a good level at the Helsinki campus. A higher priority will be to have more subjects represented in the course electives. Another priority will be to try to ensure that students at the Vaasa campus would have the possibility to achieve 25 SP from courses given at Hanken Vaasa campus. Today students in Vaasa need to take courses given by other universities in order to reach the minimum amount of ECTS credits.

Course-level projects for the following reporting period include developing a full massive open online course on the Bachelor level with a new mandatory course, Introduction to Corporate Responsibility – in the long run we hope to connect this project to the idea of a pan-Nordic CR Massive Open Online Course. On the course level there are also tentative plans to find a partner school in a non-Western setting to collaborate on building concept Wikis in two courses running parallel to each other, the students from the two schools would then in collaboration produce entries for subjects that might have different meanings in different cultural contexts, such as corruption or living wage.





TABLE 4: PROGRESS ON PRME PRINCIPLE 3 METHOD

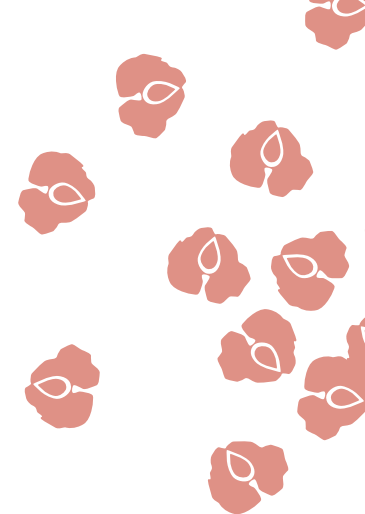
GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
DEVELOPING IDEAS FOR INNOVATIVE TEACHING/LEARNING AND EXPOSING VALUES THROUGH VOICING SILENCED VALUES	↑	USING THE CREME CROSS-DISCIPLINARY RESEARCH GROUP FOR EXCHANGING IDEAS ABOUT TEACHING/LEARNING	<p>ARRANGE CREME WORK-SHOP ON TEACHING/LEARNING (MID- JANUARY 2015)</p> <p>DEVELOP CONCRETE PROJECT RELATED TO TEACHING BUILDING ON PRME CHAMPIONS PROJECTS IN RELATION TO TEACHING [YET TO BE SET]</p> <p>FIND PARTNER SCHOOL FOR CO-PRODUCING CR WIKIS ON PARTICULAR TOPICS</p> <p>FIND MORE PARTNER ORGANIZATIONS FOR CR PROJECT COURSES</p>
DEVELOPING THE CR MINOR TO INCLUDE MORE ELECTIVES AND TO INCREASE THE NUMBER OF STUDENTS TAKING THE MINOR	↗	<p>THE NUMBER OF ELECTIVES HAS INCREASED WITH 3 SINCE THE LAST REPORT.</p> <p>THE NUMBER OF STUDENTS REGISTERING THE MINOR WAS BELOW THE AIM IN 2013, BUT IN 2014 HAS EXCEEDED THE AIM.</p> <p>THE COMPOSITION OF CREDITS IN THE MODULE HAS BEEN ALTERED SO THAT ACHIEVING 25 ECTS IS EASIER</p>	<p>ADDITIONAL SUBJECTS REPRESENTED IN THE COURSE OPTIONS IN THE CR MINOR.</p> <p>IMPROVE INFORMATION FOR STUDENTS SO THAT THEY KNOW HOW TO TAKE THE MINOR OUT AS A STUDY ENTITY IN THEIR DEGREE</p> <p>ENSURE POSSIBILITY OF ACHIEVING THE MINIMUM OF 25 ECTS CREDITS FOR THE MINOR ON BOTH CAMPUSES (VAASA)</p>
MASTER'S IN INTERNATIONAL STRATEGY AND SUSTAINABILITY, MIS&S	★	PROGRAMME OFFERED FOR THE FIRST TIME IN 2014-2015; PUTTING EMPHASIS ON SUSTAINABILITY AND ON HOW STRATEGY AND SUSTAINABILITY CAN BE ALIGNED – THE PROGRAMME LEVERAGES EXPERTISE IN BUSINESS AND SOCIETY FROM NEWLY RECRUITED SCHOLARS IN THE DEPARTMENT OF MANAGEMENT AND ORGANIZATION	SPREAD THE SUSTAINABILITY EMPHASIS TO THE MARKETING PART OF THE PROGRAMME BY MERGING MIS&S INTO A MASTER'S IN BUSINESS AND MANAGEMENT (WITH TWO SPECIALIZATIONS: IS&S AND MARKETING) AS OF 2015-2016
DEVELOPING A COURSE IN BUSINESS ETHICS	↑	COURSE GIVEN IN SPRING 2014 AND AUTUMN 2014 (ONE OF THE MANDATORY CORE COURSES FOR THE MASTER'S IN INTERNATIONAL STRATEGY AND SUSTAINABILITY, MIS&S)	<p>REVISED GOAL: DEVELOP MASSIVE ONLINE COURSE INTRODUCTION TO CR TO BE GIVEN AT BOTH CAMPUS IN AUTUMN 2015</p> <p>INTEGRATE SUSTAINABILITY AS A KEY THEME IN HANKEN'S EXECUTIVE MBA PROGRAMME NOVA IN 2015</p>

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
ASSURANCE OF LEARNING DEVELOPMENTS (NOT IN PREVIOUS REPORT; SCHOOL-LEVEL STRATEGIC PROCESS AND ACCREDITATION PROCESSES)	↑	LEARNING GOALS AND OBJECTIVES RELATED TO SOCIAL RESPONSIBILITY IN EVERY PROGRAMME (BACHELOR'S, MASTER'S, EXECUTIVE MBA)	IMPLEMENTATION, CLOSING LOOPS (ALIGNED WITH ACCREDITATION PROCESSES)

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;  
 →: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING; ★: NEW GOAL INTRODUCED IN THE REPORTING PERIOD 2013-14







## PRINCIPLE 4. RESEARCH

At Hanken, research is a core focus and the School strives to be an acknowledged research-intensive business school with a distinct scholarly profile. All programmes offered – undergraduate, graduate, MBA, PhD and Executive Education – are closely connected to the research conducted. Academic freedom is acknowledged as a core value in Hanken's strategies, and the School's researchers are responsible for developing and managing the research projects, attracting external research funding, and for knowledge transfer to the corporate world, to students and to society at large. International research cooperation with external researchers is encouraged and incentivized. Hanken also encourages co-operation and co-funding of research projects with businesses, NGOs and the public sector. The School recognizes the necessity to produce research that creates sustainable social, environmental and economic value.

Research focused on sustainability and corporate responsibility aspects necessitates cross-disciplinary approaches; this includes both collaborative research projects that involve faculty from different departments within the School, but also national and international cooperation with other business schools and universities as well as participants from the business world, NGOs, labour organizations and the public sector. The research conducted at Hanken is characterized by a large spectrum of different understandings, meanings and applications of sustainability, corporate responsibility and ethics. This variety is seen as a strength and a valuable starting point for discussion and debate across disciplinary borders.

### 1) FRAMEWORKS AND STRATEGIES

"In order to safeguard research quality, Hanken promotes responsible conduct of research in accordance with the guidelines of the Finnish Advisory Board on Research Integrity. In addition, the School has endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Also, Hanken is particularly committed to the Principles for Responsible Management Education (PRME). As a PRME champion, and in line with the fourth PRME principle, Hanken advances research aiming at the creation of sustainable social, environmental and economic value."

-Hanken's sub-strategy on Research

Both the quality and quantity of research are emphasized at Hanken and the faculty is encouraged to aim at publishing their work in peer-reviewed journals with an ISI impact factor higher than 1.5. A part of the remuneration of the faculty is also tied to this target.

Hanken has signed the Responsible conduct of research and procedures for handling allegations of misconduct in Finland (RCR) guidelines of the Finnish Advisory Board of Research Integrity in order to promote responsible conduct of research and ensure that alleged violations are handled with competence, fairness and care. Hanken has also endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

### 2) FACILITATION (B)

Research provides a platform where Hanken faculty interacts with academics internationally. Approximately half of the publications in peer-reviewed journals are co-authored with researchers from abroad.

Research is central to examining sustainability and corporate responsibility in the business environment and society at large. Ethically advanced research brings out and disseminates new knowledge about the roles and the impact that economic actors have in creating sustainable development. Moreover, Hanken sees research as crucial in describing and understanding what constitutes sustainable development.

The CREME (Corporate Responsibility, Ethics and Management Education) research group, founded in 2011, continues to reach across different disciplines and to provide a platform for interaction around issues related to corporate responsibility, sustainability, ethics and/or responsible management education. CREME provides support to all Hanken researchers (whether doctoral students or faculty members) who have an interest in these topics. CREME organizes research seminars and other activities and has an active mailing list where the members share links to various events related to topics linked to group interests. The mailing list has contributed a more frequent cross-disciplinary interaction on the issues of responsibility and sustainability.

Hanken hosts the Humanitarian Logistics and Supply Chain Research Institute (HUMLOG Institute), which is a focal point for researchers in humanitarian logistics. The aim of the HUMLOG Institute is to "to research the area of humanitarian logistics in disaster preparedness, response and recovery with the intention of influencing future acti-

vities in a way that will provide measurable benefits to persons requiring assistance”. The HUMLOG Institute serves as a platform and actual venue for researchers in the field of humanitarian logistics to exchange ideas. The institute also publishes the Journal of Humanitarian Logistics and Supply Chain Management.

Hanken also hosts the Hanken Centre for Corporate Governance (HCCG), which has been established to promote systematic research to find arrangements that properly improve the way corporations are being managed, as well as to eliminate arrangements that increase the administrative costs without corresponding increases in benefits. The centre provides a platform for discussion between academic researchers and practitioners by organizing seminars and events about current issues in Corporate Governance. The centre is also responsible for the multidisciplinary Master’s Degree Programme in Corporate Governance at Hanken.

IPR University Center is a joint institute of four Finnish universities: the University of Helsinki, Aalto University, the University of Turku and Hanken School of Economics. Its function is to coordinate and promote education and research connected to intellectual property rights. The Institute also offers information services and edits the magazine IPRinfo published by the IPR University Center Association, as well as publishes research papers and reports connected to its activities.

### 3) ACHIEVEMENTS

Hanken has been actively building bridges across disciplines to open possibilities for broader multi-faceted research. Hanken’s sub-strategy for research was revised in 2014, resulting in an explicit section on social responsibility.

An important symbolic demarcation of Hanken’s commitment to the importance of research on social responsibility took place during the Ceremonial Conferment of Doctoral Degrees 28 November 2014 when Professor R. Edward Freeman received an Honorary Doctoral Degree for his pioneering work on stakeholder theory and its impact on corporate social responsibility thinking and responsible management education.

There has been a clear increase in publications where questions related to sustainability and corporate responsibility have been addressed. Some issues that have been at the core of the research include gender issues, governance issues, humanitarian logistics and open access issues (for

details see Appendix 1.

Hanken can claim strong and internationally acknowledged research groups focusing on a broad range of topics, essential from the point of view of sustainability and corporate responsibility. Nine currently running projects funded by the Academy of Finland relate to ethics, sustainability and CR:

- » A Practice Perspective on Business Ethics. Funder: Academy of Finland. Period: Sept. 2013 – Aug. 2016. Scientist in charge at Hanken: Dr. Henrika Franck, Dept. of Management and Organization
- » Age, Generation and Work-Life Balance and Boundaries. Funder: Academy of Finland. Period: Sept. 2012 – Aug. 2014. Scientist in charge at Hanken: Prof. Jeff Hearn, Dept. of Management and Organization
- » Engaging South-African and Finnish Youth towards new traditions of non-violence, equality and social well-being. Funder: Academy of Finland. Period: Sept. 2013 – Aug. 2016. Scientist in charge at Hanken: Prof. Jeff Hearn, Dept. of Management and Organization
- » Legal transplant for innovation and creativity: A Sino-Finnish comparative study on the governance of intellectual property rights. Funder: Academy of Finland. Period: Jan. 2013 – Dec. 2015. Scientist in charge at Hanken: Prof. Nari Lee, Dept of Accounting and Commercial Law
- » Managerial traits and equity-based compensation. Funder: Academy of Finland. Period: Sept. 2014 – Aug. 2018. Scientist in charge at Hanken: Prof. Minna Martikainen, Dept of Accounting and Commercial Law
- » Moments of transformation – Exploring undesirable consequences of ICT innovation in social and health services. Funder: Academy of Finland. Period: Sept. 2012 – Aug. 2015. Scientist in charge at Hanken: Dr. Beata Segercrantz, Dept. of Management and Organization
- » Resilience in disaster relief and development supply chains – managing challenges of climate change, urbanization and security. Funder: Academy of Finland. Period: Sept. 2011 – Aug. 2015. Scientist in charge at Hanken: Prof. Gyöngyi Kovács, Supply Chain Management and Social Responsibility

- » Study on risk management of extreme weather-related disasters and climate change adaptation in Malawi and Zambia (SAFE-MET). Funder: Academy of Finland. Period: Jan. 2013 – Dec. 2014. Scientist in charge at Hanken: Prof. Gyöngyi Kovács, Supply Chain Management and Social Responsibility
- » The inner and outer limits of patent protection (PatLim). Funder: Academy of Finland. Period: Sept. 2011 – Aug. 2015. Scientist in charge at Hanken: Prof. Marcus Norrgård, Dept of Accounting and Commercial Law

There have also been efforts to expand research internationally in the areas of sustainability and responsibility. A significant part of these efforts is related to collaboration with the CR3+ network and, to a lesser extent, with the PRME champions' research group.

The 3rd CR3+ Conference was successfully arranged under the auspices of La Trobe Business School on 26-28 March 2014 in Melbourne, Australia. The conference had eight streams on diverse topics and approximately 50 paper presentations. Hanken faculty were involved in the organizing committee, and organized one stream.

Hanken was part of the PRME Champions Research Group in 2014; the group had several goals: to create a research platform that is largely internet-based and would facilitate transfer of knowledge between Global Compact signatories and researchers; to create an expertise repository for researchers at PRME schools in terms of their expertise; and to make research results on responsible management more accessible to companies and other organizations. An initial benchmarking analysis was carried out by the group and a questionnaire was distributed. Following the PRME Champions meeting in June 2014, the current status of the working group and the project is not altogether clear.

In Appendix 1 there is a list of peer-reviewed publications from 2012-2013, addressing the themes of sustainability and responsibility. The systematic search completed by Hanken's HARIS database found research within most subjects addressing these topics, a good indicator that the commitment to sustainability and responsibility has gained support throughout Hanken.

#### 4) GOALS/PLANS

A long-term aim is to establish a Centre for Corporate Responsibility at Hanken. This would be in line with the view that CR and sustainability are cross-disciplinary by nature. A centre would also address the current challenge and institutional barrier of coordinating PRME activities and research as cross-departmental projects but still necessitating departmental ownership for administrative purposes. A first step towards this will be taken in 2014-2015 with efforts to ensure the necessary external funding for setting up a CR Research Centre.





TABLE 5: PROGRESS ON PRME PRINCIPLE 4 RESEARCH

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
RESEARCH ACTIVITIES ON SOCIAL RESPONSIBILITY ISSUES WHICH ARE CHARACTERIZED BY ACADEMIC EXCELLENCE AND SOCIETAL RELEVANCE	↑	INCREASING NUMBER OF PUBLICATIONS IN HIGH-RANKING INTERNATIONAL JOURNALS DEALING WITH CORPORATE RESPONSIBILITY AND SUSTAINABILITY FROM A VARIETY OF ANGLES, INCLUDING GENDER ISSUES, GOVERNANCE ISSUES, HUMANITARIAN LOGISTICS, OPEN ACCESS ISSUES, ETC. (SEE PUBLICATIONS LIST)	MAKE USE OF THESE STRONG FIELDS OF RESEARCH AT HANKEN IN WAYS THAT MAKE THE CONNECTION TO SOCIAL RESPONSIBILITY EXPLICIT AND FRUITFUL (E.G. AT CR3+)
MARIE SKŁODOWSKA-CURIE INTERNATIONAL TRAINING NETWORK APPLICATION AROUND CSR AND GOVERNANCE (NOT A GOAL IN PREVIOUS REPORT, OPPORTUNITY PRESENTED ITSELF)	★	NETWORK APPLICATION LED BY PROF. JEREMY MOON FROM COPENHAGEN BUSINESS SCHOOL, INVOLVING MANY OTHER PRESTIGIOUS BUSINESS SCHOOLS WITHIN THE CR FIELD; ONE INTERNATIONAL DOCTORAL STUDENT PLANNED PER INVOLVED INSTITUTION	IF APPLICATION SUCCESSFUL, STRENGTHEN THE RESEARCH NETWORK IN CSR AND GOVERNANCE
ESTABLISH A CENTRE FOR CORPORATE RESPONSIBILITY AT HANKEN	★	THIS IS A LONG-TERM GOAL, FEASIBILITY IS BEING INVESTIGATED	TRY TO GET EXTERNAL FUNDING FOR CENTRE THROUGH HANKEN'S NEW FUND-RAISING CAMPAIGN STARTING IN 2015
RESEARCH CONFERENCE ON GENDER IN COLLABORATION WITH AALTO UNIVERSITY SCHOOL OF BUSINESS	★	GENDER STUDIES CONFERENCE 2014 ORGANIZED IN NOVEMBER 2014.	CONTINUE COLLABORATION ON GENDER RELATED RESEARCH AND EVENTS.
PRME CHAMPIONS WORKING GROUP ON RESEARCH	→	INVOLVEMENT IN WORKING GROUP ON RESEARCH, ALTHOUGH NO REAL CONCRETE OUTCOMES IN 2014	AWAITING FINAL PRME CHAMPIONS PROJECTS FOR 2015

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;  
 →: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING; ★: NEW GOAL INTRODUCED IN THE REPORTING PERIOD 2013-14

## PRINCIPLE 5. AND 6. PARTNERSHIP AND DIALOGUE

One of Hanken's strategic pillars is its corporate connections. There is active interaction between the School and the corporate world. The most visible form of interaction is the participation of corporate representatives in education through guest lectures and joint projects. This way the students benefit from frequent exposure to the current trends in the corporate world. However, it is essential to consider partnership and dialogue in order to bring together both business and other partners such as NGOs. This allows for a broader view on CR-related questions and expands the students' understanding in important ways. Hanken, in considering its dealings with 'the corporate world', aligns itself with EABIS/EQUIS definitions – i.e., any organization that needs to be managed can be a partner. In this respect the 5th PRME principle on Partnership (*"We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges"*) is seen as too restrictive in relation to what kinds of partnerships the business school is involved in.

It is important to keep in mind that PRME itself, and the networks connected to it, are of central importance to Hanken's work on partnerships and dialogue. Through PRME, Hanken has found many new partner schools, and has been able to participate in and learn from the dialogue with other member institutions and the Secretariat itself. The PRME networks extend from the international level to the regional and local level; by being active on each of these different levels Hanken wants to take part in shaping the discussion about what constitutes responsible management education today and in the future.

### 1) FRAMEWORKS AND STRATEGIES (A)

"Hanken is a business school with strong national and international alliances and networks of cooperation which support the development of the school as an international stand-alone business school and which give the School depth and breadth in all its activities" (HANKEN 2020: Strategy of Hanken School of Economics)

In terms of networks for responsible management education the school is very active on the international level, in particular in the international PRME community. In 2013, Hanken was selected as one of 32 universities in the PRME Champions Leadership Group. Hanken is also a member of the Advisory Committee for the Group. The aim of the PRME Champions group is "to refine what leadership means in the space of responsible management education, identify criteria for recognition of progress, and lay out a roadmap for continuous improvement by all in the PRME community". On the international level this means active participation in various concrete projects that are set by the Champions schools together with the Secretariat of PRME. In 2014 Hanken took part in the PRME Champions working groups of Research, Curriculum Development and Faculty Development.

On the regional level the most important framework for potential action is the PRME Nordic Regional chapter, which was established in 2013. In October 2014, Hanken was elected to become the new secretariat for the PRME Nordic Regional Chapter. Hanken will hold this position for a period of two years until 8 October 2016. The PRME Nordic Chapter currently comprises nine member institutions (Aarhus University, School of Business and Social Sciences; Aalto University School of Business; Copenhagen Business School; Jönköping International Business School; Lund University School of Economics and Management; JAMK University of Applied Sciences; Reykjavik University School of Business; Turku School of Economics).

The goals of the PRME Chapter Nordic are to:

- » Provide a platform suited for collaboration and sharing experiences, promoting a mutual dialogue, support, learning and promotion of activities linked to the PRME Principles as well as addressing issues of mutual interest and concern within the Nordic context.
- » Increase the visibility of PRME and its signatories in the Nordic region and use the Global Compact Office and Global Compact Nordic Local Network for future collaboration and activities.
- » Promote the PRME initiative throughout the Nordic academic community as well as worldwide.

On the national level, Hanken is a member of the Keke Forum: The Finnish SD-forum in higher education which is a platform for all Finnish institutes of higher education to en-



gage in dialogue on sustainable education, research and development. The members of this sustainability forum meet usually once or twice a year to discuss current issues on a local, national and international level. This is an important venue for sharing ideas and best practices among participants.

Hanken is also an active member in FiBS (Finnish Business & Society) the leading non-profit corporate responsibility network in Finland. The network works to promote financially, socially and ecologically sustainable business in Finland.

## 2) FACILITATION (B)

Each subject has its own networks and forms of collaboration with different corporations, but the most common form is having guest lecturers share their views and experience in the classroom. There are some differences in the forms of collaboration between the two campuses. For example, in Vaasa, a small city, there is frequent informal interaction between the faculty and the business world in addition to more formalized forms of collaboration.

Hanken faculty members who focus on issues around sustainability, corporate responsibility and ethics in their research, work very closely with a large number of different stakeholders in society, business, public institutions, and NGOs. Dialogue, for instance, is created through particular research projects and their dissemination into society at large, through participation in academic consultations and seminars, workshops and events, and through making media appearances.

Hanken has taken an active role in international networks such as PRME with the specific intention of being able to influence responsible management education in the future and to find new partners in academia and the corporate world.

## 3) ACHIEVEMENTS (C)

On an international level, within the PRME Champions group Hanken has been part of the working groups concerned with Research, Curriculum Development, and Faculty Development. The progress of the Research project was outlined previously.

The Champion project on Faculty Development aimed at providing *“leadership in engaging as many faculty [members] as possible in as many disciplines as possible to develop their unique capabilities to deliver responsible mana-*

*gement education; and to support educational institutions in embedding such efforts into their organisational structures”*. The work of the group in 2014 was largely confined to the schools chairing the working group. Hanken’s activity was limited to a couple of webinars and answering a survey. The current status of the project is not altogether clear.

The Champions working group on Curriculum Development launched two projects in 2013. Hanken has not participated in the first project, ‘Determining Sustainability Skills Needed by Business School Graduates for Employment’, as it was not deemed particularly suitable for Hanken immediate PRME goals. The second project, ‘Learning in a Social Context’, is more in line with current developments at Hanken, especially with the Project course in Social and Environmental Responsibility. Hanken has expressed its interest in the project – a Master’s thesis is being written on similar issues at Hanken and it could complement the survey planned within this project – and has also exchanged some e-mails with the school that has initiated the project (ESADE), but the current status of the project is not clear.

On the regional level, in December 2013 Hanken faculty participated in a PRME seminar at Lund University School of Economics and Management where the theme was institutional barriers for PRME implementation.

On the School level, the Project Course in Social and Environmental Responsibility, which Hanken has offered since spring 2013 has added a new dimension to the partnership and dialogue. Students who take this course work in small teams on a project defined by the partnering organizations. The pilot for this course was run in 2013 with three organizations/teams and in 2014 this number doubled to six. Based on the feedback from both the organizations and the students, the plan is to further expand the course in the future; seven to nine organizations are expected to take part in the course in 2015. In addition to NGOs and business networks, the plan is to include suitable companies in the course.

Hanken has also continued collaboration with PwC by selecting a team of students from the course ‘Introduction to CR’ to participate in the selection of the best Finnish CSR report in the Student Selection category. This event draws together teams of students from several universities and universities of applied sciences and enhances networking with others who are interested in CSR-related questions.

Hanken has organized various events focusing on different aspects of sustainability and corporate responsibility.

TABLE 6: LIST OF EVENTS ORGANIZED IN THE REPORTING PERIOD

TIME	EVENT
24 APRIL 2014	<p>FIBS BREAKFAST SEMINAR "NAISET JOHTAJINA" ON FEMALE LEADERSHIP.</p> <p>THE FOLLOWING TOPICS WERE COVERED:</p> <ul style="list-style-type: none"> <li>» Who needs to change: women, men, employees, organizations, society? Dr. Ingrid Biese, Project Manager NaisUrat, Hanken School of Economics</li> <li>» What have men to do with women's careers and gender equality? Jeff Hearn, Professor, AcSS, Hanken School of Economics</li> <li>» Naisten tie huipulle - miten jatkaa jo saavutettua kehitystä? Antti Turunen, lawyer, Keskuskauppakamari</li> <li>» Fair practices as the basis for women's success and career advancement – results created through systematic efforts. Satu Pulkkinen, Senior Manager, Accenture</li> <li>» The woman as a leader Riikka Laine-Tolonen, HR director, Nordea</li> <li>» Yrjö Närhinen, CEO, Suomen Terveystalo</li> <li>» Final words and conclusion Charlotta Niemistö, Postdoctoral researcher, Hanken School of Economics</li> </ul>
20 MARCH 2014	<p>HAPPINESS CONFERENCE</p> <p>This public conference was first of its kind in Finland. It brought together researchers, students and leading experts on happiness and love along with others interested in the topic.</p> <p>Expert views were presented by Jette Nordam, Danish Ambassador Jaakko Hintikka, Philosopher, Professor (retired) and Markku Ojanen, Emeritus Professor</p>
26 NOVEMBER 2013	<p>5TH ANNIVERSARY OF THE HUMLOG INSTITUTE.</p> <p>The event was opened by Rector Eva Liljebloom. Guest speakers Ilkka Kananen (CEO, National Emergency Supply Agency) and Kalle Löövi (Director of International Operations and Programmes, Finnish Red Cross) talked about updates in challenges in humanitarian logistics.</p>
4 DECEMBER 2013	<p>TAX PLANNING - FRIEND OR FOE? - A SEMINAR ABOUT TAX PLANNING IN THE CONTEXT OF SOCIAL RESPONSIBILITY</p> <p>The panel of the event consisted of:</p> <ul style="list-style-type: none"> <li>» Harry Bogomoloff, member of the Helsinki City Council</li> <li>» Matti Ylönen, journalist, researcher and author</li> <li>» Petri Seppälä, Head of Tax Consultancy, PwC</li> <li>» Jussi Pakkasvirta, Professor and Head of Department of Political and Economic Studies, the University of Helsinki)</li> <li>» Marianne Malmgrén, Legislative Counsellor, Ministry of Finance</li> <li>» Reijo Salo, Head of Taxation, Fortum</li> </ul>
29 NOV 2012	<p>"FOOD FOR THOUGHT" / "ECO- OR DECO-LABELING?"</p> <p>The panel consisted of</p> <ul style="list-style-type: none"> <li>» Tarja Halonen, Helsinki Sustainability Center,</li> <li>» Vappu Kaarenoja, Journalist</li> <li>» Eva Eriksson, Löfbergs Lila</li> <li>» Lotta Staffans, Pro Ethical Trade Finland</li> <li>» Minna Mikkola, Senior Researcher at Ruralia Institute</li> </ul>

#### 4) GOALS/PLANS (D)

Since its launch in 2013 the CSR project course has offered students a chance to work with NGOs to broaden their understanding of NGO operations. In the future the aim is to expand the course to include business partners. This will give the students a chance to better understand the types of CSR and ethical considerations and challenges businesses are faced with in their operations.







TABLE 7: PRINCIPLE 5. AND 6. PARTNERSHIP AND DIALOGUE

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
WORKSHOPS FOR PRACTITIONERS: DEVELOPING THE CREME COMMUNITY AND THE WORKSHOPS	↑	» 'HANKEN DAY' ALUMNI EVENTS WITH SOCIAL RESPONSIBILITY WORKSHOPS » PANEL DISCUSSIONS » HUMLOG SEMINARS » HAPPINESS WORKSHOP » NAISURAT	CONTINUE TO MOBILIZE ALUMNI/PRACTITIONERS AROUND SOCIAL RESPONSIBILITY ISSUES THROUGH EVENTS AND WORKSHOPS
WORKSHOPS FOR PRACTITIONERS: CR3+ CONFERENCE WORK	↗	CR3+ CONFERENCE 2014 AT LA TROBE WAS OPEN TO PRACTITIONERS, ALTHOUGH NOT SO MANY JOINED IN COMPARISON WITH ACADEMICS	CONTINUE TO INVOLVE PRACTITIONERS IN THE CR3+ CONFERENCE (CURITIBA IN 2015, HANKEN 2016 OR 2017)
COOPERATION WITH KEY ACADEMIC INSTITUTIONS: DEVELOPING AN EXCHANGE PROGRAM WITH LA TROBE UNIVERSITY INCLUDING THE INTERNSHIP	↗	THE EXCHANGE/INTERNSHIP COMBINATION WORKED ONCE, BUT OBSTACLES IN DEVELOPING IT FURTHER – INSTEAD, PROJECT COURSE IN SOCIAL AND ENVIRONMENTAL RESPONSIBILITY INSPIRED BY THE ORIGINAL LA TROBE INTERNSHIP IDEA	PROJECT COURSE COLLABORATION TO BE EXPANDED FURTHER IN 2015 AND 2016, WITH A GREATER VARIETY OF ORGANIZATIONS
COOPERATION WITH KEY ACADEMIC INSTITUTIONS: DEVELOPING COOPERATION WITH KEY ACADEMIC INSTITUTIONS	↑	CR3+, EMERGING NETWORK ON CSR AND GOVERNANCE (MARIE SKŁODOWSKA-CURIE INTERNATIONAL TRAINING NETWORK APPLICATION)	SUCCESSFUL APPLICATION FOR FUNDING AS A FIRST STEP
ENGAGING WITH THE ACADEMIC COMMUNITY BY COMMUNICATING ONE'S OWN BEST PRACTICES	↑	DEANS' DAYS AT HANKEN, SEPTEMBER 2014: PRESENTING OUR IMPLEMENTATION OF THE PRME PRINCIPLES TO THE DEANS OF FINNISH UNIVERSITIES  SEMINAR PRESENTATION AT LUND UNIVERSITY, DECEMBER 2013 ON INSTITUTIONAL BARRIERS TO RESPONSIBLE MANAGEMENT EDUCATION	TO COMMUNICATE/ EXCHANGE BEST PRACTICES THROUGH DIFFERENT ACADEMIC NETWORKS
CONTRIBUTING TO, AND BEING INSPIRED BY PRME CHAMPIONS WORKING GROUPS AND OTHER PRME WORKING GROUPS	↑	PARTICIPATION IN THE PRME NORDIC CHAPTER, WHICH WAS INAUGURATED IN JUNE 2013; SECRETARIAT OF THE NORDIC CHAPTER FROM OCTOBER 9, 2014 TO OCTOBER 8, 2016  INVOLVEMENT IN CHAMPIONS WORKING GROUPS ON FACULTY DEVELOPMENT / CURRICULUM DEVELOPMENT; AND IN THE WORKING GROUP ON SHARING INFORMATION ON PROGRESS (SIP)	DEVELOPMENT OF GOALS FOR 2015 AND SELECTION OF WORKING PROJECTS FOR THE PRME NORDIC CHAPTER  ACTIVE PARTICIPATION IN PRME SIP WORKING GROUP  WORKING ON 2-3 PRME CHAMPIONS PROJECTS IN 2015 ONCE THEY ARE SET
INCREASE COLLABORATION WITH BUSINESSES AND ALUMNI: INTERNSHIPS, PROJECTS AND WORK PRACTICE OPPORTUNITIES	↑	EXPANDED COLLABORATION WITH A NUMBER OF ORGANIZATIONS (NGOS, BUSINESS AND SOCIETY NETWORKS) THROUGH A PROJECT COURSE IN SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (3 ORGANIZATIONS IN 2013, 6 IN 2014)	COLLABORATION TO BE EXPANDED FURTHER IN 2015 AND 2016, WITH A GREATER VARIETY OF ORGANIZATIONS
INCREASE COLLABORATION WITH BUSINESSES AND ALUMNI: MOBILIZE ALUMNI AROUND SOCIAL RESPONSIBILITY ISSUES THROUGH EVENTS AND WORKSHOPS	↑	» 'HANKEN DAY' ALUMNI EVENTS WITH SOCIAL RESPONSIBILITY WORKSHOPS » PANEL DISCUSSIONS » HUMLOG SEMINARS » HAPPINESS WORKSHOP » NAISURAT	CONTINUING TO MOBILIZE ALUMNI AROUND SOCIAL RESPONSIBILITY ISSUES THROUGH SPECIFIC EVENTS AND WORKSHOPS

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
USING THE CREME NETWORK TO ARRANGE SEMINARS AND WORKSHOPS AIMED AT ACADEMIA, BUSINESSES AND OTHER STAKEHOLDERS	↑	CROSS-DISCIPLINARY SEMINARS FOR CREME RESEARCHERS  PANEL DISCUSSIONS INVOLVING DIFFERENT STAKEHOLDERS	DEVELOPING FURTHER LINKS WITH OTHER UNIVERSITIES (AALTO TECH ON SOCIAL ACCEPTABILITY STUDIES, AALTO BIZ AND HELSINKI UNIVERSITY ON CR AND POLITICS, ETC.)
USING THE CR-POLITICS NETWORK (INVOLVING AALTO, HANKEN AND HELSINKI UNIVERSITY) FOR A DOCTORAL COURSE ON CR AND POLITICS	↑	EIASM/KATAJA DOCTORAL COURSE 'CSR AND POLITICS: CORPORATE POWER, LEGITIMACY AND GLOBAL GOVERNANCE' FROM MAY 18 TO MAY 22, 2015, WITH FACULTY MEMBERS FROM AALTO UNIVERSITY SCHOOL OF BUSINESS, HANKEN AND HELSINKI UNIVERSITY DEPARTMENT OF POLITICAL AND ECONOMIC STUDIES	EXECUTION OF DOCTORAL COURSE; THE COURSE HELD WITH PROMINENT FOREIGN SCHOLARS INVOLVED

↑:GOALS REACHED OR EXCEEDED;↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;  
→:LITTLE OR NO PROGRESS SINCE LAST PRME REPORT;↓: BACKSLIDING ; ★NEW GOAL INTRODUCED IN THE REPORTING PERIOD 2013-14





## ADDENDUM PRINCIPLE

In addition to the six PRME principles, Hanken reports on its own impact in different areas, particularly the environment.

Hanken School of Economics aims to reduce its environmental impact in all its operations. The School considers it important to function as a role model in this regard. Showing its dedication to these questions, Hanken aims to instill values related to the well-being of the environment in the students, ambassadors for these values in their future leadership positions.

Since 2009 Hanken has implemented its environmental plan. In the autumn of 2009 Hanken signed a contract with WWF and began the process of becoming a Green Office, receiving the Green Office designation and the right to use the Green Office logo on October 29, 2010. Hanken's Green Office certificate was renewed in 2013.

Some important Green Office developments implemented at Hanken:

- » Hanken has started to collect MSW (waste for incineration) instead of mixed waste in its offices and hallways.
- » A metal press and collection system has been installed at the school cafeteria.
- » A new bike rack has been installed in the inner courtyard.
- » Printing on both sides of the paper has been introduced as the new standard.
- » New garbage bins for recycling have been placed in the foyer and the main lecture hall.
- » Hanken's light fixtures have been updated.
- » In 2013 the energy efficiency of Hanken's main building was evaluated.
- » A Green Office campaign to promote using the stairs was introduced. Within this campaign the personnel working on the 6th floor have launched a stair-walking competition that in a year has resulted in over 4500 stair climbs instead of elevator rides.
- » Recycling guide for staff and students on the internal television screens.
- » A campaign to reduce use of disposable coffee cups was launched together with the school cafeteria.

Notable progress has taken place in reducing energy consumption, paper usage and encouraging waste management. The following table shows the development within the tracked indicators since 2010.

Hanken outlines its pledge to promote sustainable development in all its work and operations in the national strategy for sustainable development "Society's Commitment to Sustainability" ("Sitoumus 2050"<sup>2</sup>), launched in 2014. The commitment is in line with Hanken's goals for its Green Office targets and entails reducing electricity consumption by 5% and paper usage by 7% by the end of 2016 (calculated from 2013 baseline).

In terms of transparency, marketing and communication, Hanken's Marketing and Communications sub-strategy outlines a clear connection to the PRME principles

- » "Hanken's marketing and communications activities strengthen Hanken's profile as a business school characterised by openness, societal responsibility, integrity and high quality.
- » Hanken's work for promoting corporate responsibility, sustainability and for developing responsible management education is integrated into all communications.
- » Hanken follows national and international norms regarding ethics in all its marketing and communications activities.
- » Hanken does PRME reporting based on continuous improvement towards increasingly responsible business education and research."

Hanken also aims to enhance its communication on PRME related activities and developments both internally and externally by establishing a system where the relevant information is systematically gathered from each subject. Each subject will have its own appointed contact person to provide relevant and up-to-date information. This coincides with Hanken's new webpage development with information on such activities updated regularly.

In terms of Human Resource Management, Hanken has endorsed the European Charter for Researchers<sup>3</sup> and the Code of Conduct for the Recruitment of Researchers<sup>4</sup> and implements the Charter and the Code through its HRS4R process.

<sup>2</sup> [http://www.ym.fi/en-US/The\\_environment/Sustainable\\_development](http://www.ym.fi/en-US/The_environment/Sustainable_development)

<sup>3</sup> <http://ec.europa.eu/euraxess/index.cfm/rights/europeanCharter>

<sup>4</sup> <http://ec.europa.eu/euraxess/index.cfm/rights/codeOfConduct>



TABLE 8: GREEN OFFICE FIGURES

	2010	2010	2011	2011	2012	2012	2013	2013
	HELSINKI	VAASA	HELSINKI	VAASA	HELSINKI	VAASA	HELSINKI	VAASA
PAPER USAGE	2175000 PCS		1609708 PCS		1731921 PCS		1318799 PCS	
PRINTED MATERIAL	3450 KG		9586 KG		10138 KG		350 KG	
RECYCLED PAPER		1792 KG		1789 KG		1707 KG		1050 KG
MIXED WASTE	48010 KG	920 KG	42230 KG	1282 KG	39850 KG	1242 KG	39520 KG	1740 KG
ELECTRICITY CONSUMPTION	987264 KWH	330530 KWH	958786 KWH	316445 KWH	820764 KWH	302916 KWH	828953 KWH	305995 KWH





TABLE 9: APPENDIUM PRINCIPLE

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
GREEN OFFICE: RAISING AWARENESS AROUND GREEN OFFICE AND ITS GOALS.	↗	ORGANIZED A RECYCLING EVENT WHERE STUDENTS AND STAFF WERE ABLE TO BRING THEIR OLD ITEMS FOR SALE AND WHERE HANKEN'S OLD FURNITURE AND IT PRODUCTS WERE SOLD  AT THE VAASA CAMPUS A RECYCLING CORNER HAS BEEN ESTABLISHED	CONTINUING TO RAISE AWARENESS THROUGH DIFFERENT EVENTS AND INFORMATION
SITOUUMUS 2050: SOCIETY'S COMMITMENT TO SUSTAINABILITY	↗	CONTINUED COMMITMENT TO THE PRME PRINCIPLES AS WELL AS SUSTAINABLE DEVELOPMENT FOLLOWING THE FRAMEWORK OF THE GREEN OFFICE PROGRAM	REDUCE ELECTRICITY CONSUMPTION BY 5% AND PAPER USAGE BY 7% BY THE END OF 2016 (CALCULATED FROM 2013 BASELINE)
WEBPAGE	★	HANKEN WILL FURTHER DEVELOP ITS WEBPAGE TO FACILITATE COMMUNICATION ON PRME- RELATED EVENTS AND DEVELOPMENTS.	TO ESTABLISH SYSTEMS FOR REGULAR REPORTING ON PRME-RELATED ACTIVITIES AT HANKEN

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;  
→: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING ; ★ NEW GOAL INTRODUCED IN THE REPORTING PERIOD 2013-14



# APPENDIX 1

## LIST OF PUBLICATIONS RELEVANT TO RESPONSIBLE MANAGEMENT EDUCATION FROM 2012 AND 2013

This appendix introduces research that is linked to themes of sustainability and corporate responsibility published by Hanken faculty 2012-2013. There has been a clear increase in publications where questions related to sustainability and corporate responsibility have been addressed. Some issues that have been at the core of this research include gender issues, governance issues, humanitarian logistics and open-access issues.

The refereed journal articles presented in this section were derived from the Hanken Research Information System (HARIS). The total number of peer-reviewed articles was 264 for the time period. The abstracts of these were scanned for key words, such as 'sustainability', 'responsibility', 'governance', 'open access', 'gender', 'learning', 'corruption', 'fraud', 'NGO', 'non-governmental', 'society' and 'social' in order to get a comprehensive view of the type of research that touches on these topics at Hanken. The inclusion of topical articles is thus broad rather than exclusive in order to capture the different meanings different subjects and faculty attach to sustainability, corporate responsibility and ethics

### 2012

Aaltonen, A & Kallinikos, J 2012, 'Coordination and Learning in Wikipedia: Revisiting the Dynamics of Exploitation and Exploration' *Research in the Sociology of Organizations*, vol 37, pp. 161-192., 10.1108/S0733-558X(2013)0000037010

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Björk, B-C & Solomon, D 2012, 'Open access versus subscription journals: a comparison of scientific impact' *BMC Medicine*, vol 10, no. 73., 10.1186/1741-7015-10-73

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Björk, B-C 2012, 'The hybrid model for open access publication of scholarly articles – a failed experiment?' *Jasist*, vol 63, no. 8, pp. 1496-1504., 10.1002/asi.22709

Gehrig, T, Shy, O & Stenbacka, R 2012, 'A Welfare Evaluation of History-Based Price Discrimination' *Journal of Industry, Competition and Trade*, vol 12, no. 4, pp. 373-393., 10.1007/s10842-011-0111-8

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## HANKEN IN A NUTSHELL

With a history dating back to 1909, Hanken is Finland's oldest business school. Nowadays Hanken is the only stand-alone business school in Finland with campuses both in Helsinki and Vaasa. In 2014 there were 2144 students enrolled at Hanken and a faculty of 108. In 2014 Hanken offered the following programmes:

- » Swedish BSc programme
- » Swedish MSc programme
- » English MSc programme (7 programmes)
- » PhD programme with all courses in English and supervision in Swedish and English
- » English part-time executive programme
- » Executive education portfolio including in-house and open programmes in English, Finnish, Swedish and Russian.

High-quality research, internationalization and strong and diverse corporate connections are some of the pillars Hanken builds its operations on. Including sustainability and corporate responsibility in Hanken's strategy and operations adds yet another important support structure to Hanken's contribution to society.

## CONTACT INFORMATION

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This is our **Sharing Information on Progress (SIP)**  
Report on the Implementation of the **Principles for  
Responsible Management Education**



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